



# Montana 10

Office of the Commissioner of Higher Education | 560 N. Park Ave. PO Box 203201  
Helena, MT 59620 | (406) 449-9124 | www.mus.edu

## Montana 10

### Description

Montana 10 enhances the state’s skilled workforce by dramatically increasing the number of Montanans who have two-year and four-year degrees AND does so at a lower cost per degree for Montana taxpayers.

### Highlights

**DRIVES DEGREE COMPLETION** Montana 10 increases graduation rates by leveraging predictive analytics, system-level policy, and an incentive-based model that ties financial incentives to key academic, advising, and career development supports.

**ENHANCES EFFICIENCY FOR STUDENTS AND THE STATE** Montana 10 shortens time to degree, reduces student debt, and increases completion rates—all at a lower cost per degree for the state.

**INCREASES OPPORTUNITY FOR ALL MONTANANS** Montana’s low-income students are nearly twice as likely as their middle and high-income peers to drop out with some college, no degree, and debt. Montana 10 dramatically increases the likelihood that rural, low-income, American Indian, and other underserved Montanans can earn a college degree.

**PREPARES MORE MONTANANS FOR A SECURE FUTURE** A greater share of jobs paying over \$50K go to two and four-year college degree holders. Montana 10 gives more Montanans the chance to secure a good job for themselves and their families.

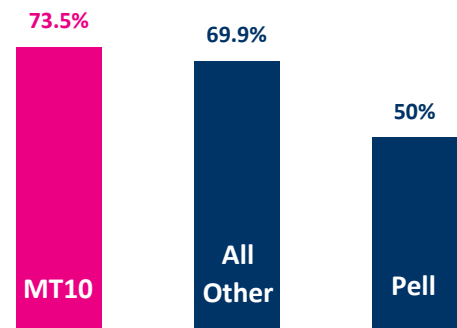
### Proven Outcomes

**MORE STUDENTS STAYING IN SCHOOL** In the first three semesters of a 200-student pilot project, the program **generated a 23.5% increase in retention** for Montana 10 students (who must be low-income) over their low-income peers. Montana 10 students are even out-performing all other students combined.

**MAKING BETTER PROGRESS TO ON-TIME COMPLETION** Montana 10 students earned 6 more credits in their first year than their low-income peers, putting them on track to graduate a year earlier, making their degree less costly to themselves and the state.

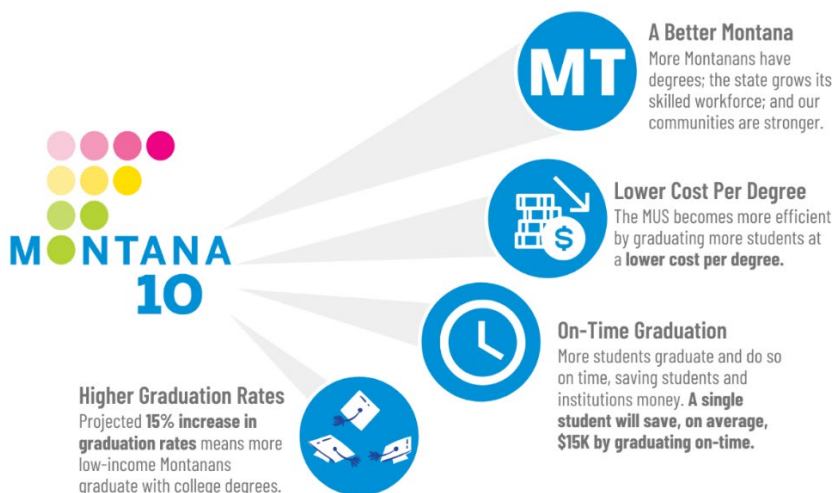
**CHANGING BEHAVIORS TO DRIVE SUCCESS** Montana 10 students are more than **2x as likely** as their peers to talk to their advisor about **career planning**, **4x** as likely to get help accessing campus services like **financial aid and tutoring**, and **7x** as likely to talk to an advisor about **mental health**.

### Retention Fall '20 to Spring '22



*“The most valuable part of Montana 10 has been the advisors and outreach, I always felt like I mattered, and my problems were addressed and listened to.”*

Montana 10 Scholar,  
University of Montana



- + Success Agenda Goal No. 6 (Resident Student Success)
- + Success Agenda Goal No. 3 (Retention)
- + Success Agenda Goal No. 7 (Performance-Based Funding)



# Cybersecurity

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## MUS Cybersecurity Initiative

### Description

The MUS Cybersecurity Initiative aims to (1) **develop** and maintain comprehensive **system-level infrastructure** to support cybersecurity in the MUS and across all MUS institutions; and (2) **establish** a leading **cybersecurity training and education center** through the University of Montana, Missoula College, to prepare the next generation of cybersecurity professionals to meet the needs of Montana businesses.

### MUS IT Governance

- The Board of Regents, through the Office of the Commissioner of Higher Education (OCHE), is responsible for IT governance for the MUS and must ensure an adequate level of security for sensitive and confidential data.
- A **recent legislative IT security audit recommended** the Board of Regents provide clear direction to manage a security program, mandate a consistent security framework, and establish a system-wide IT governance structure that ensures:
  1. OCHE has an active role in improving security posture of the university system;
  2. MUS's security policy addresses the requirements of data security statute and other relevant federal requirements;
  3. There is clear allocation of security responsibility, authority, and accountability, and;
  4. Communication and reporting mechanisms are formalized between various entities.
- Efforts to develop a comprehensive IT governance structure are underway at OCHE, but existing IT security resources are limited and must be strengthened to ensure compliance with state and federal law.

### University of Montana Cybersecurity Leadership

- During 2021, **1,134 cybersecurity job openings** were posted in Montana, and the Bureau of Labor Statistics projects over **30% growth, both regionally and nationally, in cybersecurity jobs** over the next ten years.
- The University of Montana is well-positioned to lead a collection of MUS campuses to meet this demand. In 2017, Missoula College became Montana's first Center for Academic Excellence (CAE) in Cyber Defense. In 2021, the Legislature allocated funding to UM to establish CyberMontana as the state's hub for cyber workforce education. In addition to its Cybersecurity rapid-training program and the forthcoming BS in Cybersecurity, the university has established multiple industry-focused trainings, partnerships, and educational pathways.
- Building upon existing programs and investments, this initiative will **establish the University of Montana (Missoula College) as a leading cybersecurity training and education center** to prepare the next generation of cybersecurity professionals to meet the needs of Montana businesses.
- Examples include offering small and medium-sized businesses **end-user cyber training**; providing customized and affordable **training options for businesses**; and developing a **Security Operations Center (SOC)** to remotely monitor access points across all MUS institutions and business and industry partners.

### MUS Strategic Plan

- Success Agenda Goal No. 6 (Program and Approval and Prioritization)
- Success Agenda Goal No. 8 (Shared Services)



# Seamless System

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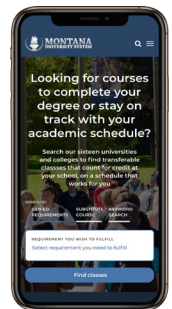
## Seamless System Technology Initiative

### Highlights

- To leverage collective assets and to meet the needs of tomorrow's tech fluent and highly adaptable students, the Seamless System Initiative has **two aims**:
  - create a **seamless online course catalog** for students to discover, register for, and access all online courses across all campuses in the MUS; and
  - provide a **seamless digital learning environment** for all students and courses that will modernize and improve the quality of service and create a single, consistent digital learning environment across the MUS.
- Together, the single course catalog and single learning management system (LMS), will create a **cutting-edge, mobile-friendly, and engaging** user interface for all current and potential students across Montana.

### Single Online Course Catalog

- Providing a single catalog of all courses available **online** in the MUS will create a one-stop-shop for students to discover, register for, and access all online courses available in the MUS, regardless of a student's home campus or physical location.
- Through a partnership with Quottly, an industry leader for course discovery platforms, the MUS can offer a cutting-edge platform for students while reducing administrative challenges for campuses and staff.
- A single catalog of online course offerings will eventually include dual enrollment courses to popular transfer courses and workforce training programs.
- Fully developed, an integrated online course catalog for the MUS will triple or quadruple the number of courses available at smaller MUS campuses.



### Single Learning Management System (LMS)

- A single Learning Management System will modernize and improve the quality of service for students and create a single, consistent digital learning environment across all campuses.
- As two sides of the system, UM and MSU, use separate systems for student learning management. UM uses Moodle, and MSU uses D2L/Brightspace. Both platforms have received mixed reviews from students and faculty.
- Separate platforms operate as an artificial barrier between UM and MSU and serves to further silo student learning environments, impede transfer pathways, and reduce options for shared programs.
- A centralized LMS will eliminate these "digital silos," provide cost efficiencies, and better serve students.

### MUS Strategic Plan

- Success Agenda Goal No. 1 (Resident Student Access)
- Success Agenda Goal No. 3 (Retention)



# RIDE Program

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## Regional Initiatives in Dental Education (RIDE)

### RIDE Program Highlights

- RIDE is a Doctor of Dental Surgery (DDS) degree program in Washington that aims to increase the number of dentists who practice in rural/underserved communities, similar to the WWAMI program for medical training.
- Workforce while training: Since 2009, RIDE dental students have provided 51,000+ hours of patient care in rural WA.
- Return on investment: 81% of all RIDE graduating dentists practice in their funding state; 79% of all RIDE graduates currently practice in rural/underserved communities.

### Rural Montana Dental Workforce Need

- 79% of MT's counties are designated as dental health professional shortage areas.<sup>1</sup> In 2017, the MT Dept. of Labor identified 11 counties without any residing licensed dentist; 54% of MT dentists reside in the 6 most populated counties.
- Only 42% of rural and low-income MT children receive dental care and experience higher rates of tooth decay.<sup>2</sup>
- The link between oral health and overall health is supported by strong evidence; improving oral health improves overall health. (U.S. Department of Health and Human Services, Oral Health in America: A Report of the Surgeon General. 2020).

### Montana Dental Workforce RIDE Proposal

#### Program Proposal

- Create a RIDE program in Montana for a cohort of 8 DDS students.
- 1<sup>st</sup> year of instruction at MSU & summer MT Clinical Rotation, 2<sup>nd</sup> year at EWU-Spokane, 3<sup>rd</sup> year at UW-Seattle, 4<sup>th</sup> year Montana Extended Clinical Rotation in a rural Montana community.

#### Key Collaborators and Current Investments

- WWAMI Program: 1<sup>st</sup> year DDS students train alongside WWAMI students at MSU for their basic sciences, including anatomy.
- MT RIDE has a network of 18 active clinical rotation sites for the 1<sup>st</sup> and 4<sup>th</sup> program years. Since 2016, student pilot clinical rotations have been held in Montana, providing 12,240 hours of service to MT dental patients.
- In partnership with DPHHS, RIDE received 3 federal Health Resources and Services Administration HRSA grants totaling \$1,573,625 for MT dental site development and, in partnership with MSU, RIDE received a MT Healthcare Foundation grant of \$212,000 secured for developing the Montana RIDE program.

**Timeline:** Seeking funding for FY25 (students beginning in Fall 2024). Student enrollment would be as follows:

MT RIDE Student Enrollment	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027
Total MT RIDE Students	0	8	16	24	32

### MUS Strategic Plan

- Success Agenda Goal No. 6 (Program and Approval and Prioritization)

<sup>1</sup> Montana Oral Health, [The State of the State's Oral Health \(mt.gov\)](https://www.mt.gov/health/oralhealth) (2020).

<sup>2</sup> Controlled surveillance dental screening data among Kindergarten and Head Start children <https://dphhs.mt.gov/ecfsd/oralhealth/OHData>



# Innovation Initiative

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## Montana Innovation Initiative

### Description

The Montana Innovation Initiative would support the growth of high-tech enterprise statewide by leveraging our universities' networks, talent, and facilities to support and encourage commercialization of university research.

### Montana's Innovation Economy

- **Our universities' work with high-tech industry is creating new economic opportunities for Montanans.** The 62 companies spun out of Montana's universities since 2006 now anchor growing technology clusters in agricultural biosciences, biotechnology, software engineering, photonics, and other areas, which, in 2021, contributed more than \$2.9 billion to Montana's economy.
- **High-tech industry is growing at 7 times the rate of the Montana economy overall**, creating jobs that pay well above Montana's average wage.
- **The university system's research enterprise is a key resource to further expand Montana's innovation economy.** Montana now hosts the fastest growing university research enterprise in the nation, which makes it more attractive for high tech firms looking for commercializable technologies and skilled graduates.
- **Both MSU and UM have attained RI status** – the most prestigious designation for research universities in the country, making the campuses more likely to attract star researchers and top-tier students, and to generate new technologies, new businesses, and new jobs in Montana.

### Deepening ties between university and industry

The Montana Innovation Initiative would deepen ties between Montana's universities and high tech industry through three connected efforts to encourage commercialization of university research and support new and growing high-tech firms.

1. **Small Business Voucher Program** – Provide Montana high tech firms support to leverage unique university services and equipment. This subsidy will help small firms tackle early commercialization challenges, such as prototyping, by granting access to equipment and expertise they can seldom afford.
2. **Montana Tech Transfer Montana Hubs** – One-time investment will establish six hubs to provide seed grants, personnel, and programming to spur commercialization of university research and business development in Ag and Bio Sciences, Health Sciences, Computer and Data Science, Materials Science, Energy, and Environmental Science.
3. **Montana Incubator Expansion** – One-time investment will develop or expand university-adjacent incubator space for high-tech and bioscience firms, filling a need for wet lab space that has limited Montana's ability to attract early-stage firms and has caused some growing firms to locate staff out of state.

### MUS Strategic Plan

- Success Agenda Goal No. 5 (Research)